State of Wisconsin
Department of Workforce Development

Governor's Jobs for the Future Initiative

Wisconsin Industry Partnerships

(Formerly Wisconsin Sector Strategies Initiative)

Request for Plans and Project Guidelines

Administered by the
Wisconsin Department of Workforce
Development Division of Employment and
Training

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Wisconsin Industry Partnerships
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Table of Contents

http://dwd.wisconsin.gov/dwdwia/

Introduction

I. Purpose

The purpose of Wisconsin Industry Partnerships (formerly Wisconsin Sector Strategies Initiative) is to further Governor Doyle's agenda for **growing the Wisconsin economy and strengthening opportunity and skills for working Wisconsinites**. The Industry Partnerships effort brings together leaders from industry, labor, education, workforce development, and economic development to build an education and training system *responsive to and driven by the needs of workers and employers*.

The initiative will build *a demand-driven system* that will:
- Ensure that high-growth, high-wage industries have access to employees with the skills they need to grow;
- Provide the skills, training and support for individuals to secure good paying jobs.

Wisconsin has an outstanding system of education, workforce development and economic development that is, in many ways, a model for the nation. But the changing global economy requires that we build from innovation to a broader system. By developing and nurturing industry sector partnerships we will extend our successes by making sure that Wisconsin's system is responsive to industry demands, not program-driven; that it addresses the needs of both employers and the workforce inter-dependently; and that it works with each industry collectively, not as individual firms.

The industry partnerships and sector strategies concept is not new to our state. Both the Wisconsin Council on Workforce Investment (CWI) and the Governor's Grow Wisconsin agenda have emphasized sector strategies. Examples of innovation include the RISE Career Pathways and partnership between DWD and the WTCS; DWD's GROW grants; the Department of Commerce's support of regional economic development entities such as M7, New North and Thrive; the Wisconsin Regional Training Partnership (WRTP); two U.S. DOL WIRED projects, and statewide sector initiatives including (but not limited to) advanced manufacturing, energy and health care. Those programs and projects represent a substantial cumulative investment and their successes must be systematically replicated. Sustaining those efforts and expanding them into a statewide system will require robust and reliable funding and coordinated institutional support.

Wisconsin's Industry Partnerships (WIP) seeks to coordinate and build on our existing foundation in three ways:

- **Grow Wisconsin's Regional Economies**
  Identifying key regional and statewide industry sectors, facilitating meaningful employer engagement in the workforce development system, aligning education and training programs with employer needs, and creating strategies for helping business to prosper in Wisconsin.

- **Grow Workers' Skills**
  Promoting education and training programs for workers at all income and education levels and at all stages in their careers, developing career pathways, and ensuring the workforce is appropriately skilled to help key regional and statewide industry sectors grow and prosper.

- **Grow System Accountability**
  Improving the effectiveness of Wisconsin's economic and workforce development system by focusing multiple governmental and non-governmental organizations on common goals and aligning resources across programs with different funding sources and constituencies. Building benchmarks, agreed upon metrics of system success, and an evaluation framework that focuses and improves the work.

II. Definitions

Sector Strategies
Sector strategies identify economic development and workforce needs and align resources to promote the economic competitiveness of key industries. These strategies are built on regional, demand-driven approaches to education, workforce and economic development in specific industries.

Successful sector strategies have three key elements: (1) they are informed and directed by private industry sector leadership; (2) they require close partnership between that leadership and private sector resources from many programs for building solutions to industry problems; and (3) they are staffed and supported both to develop shared understanding of needs and to build, with public partners, solutions to those needs. Successful sector strategies also facilitate the alignment of resources making it possible to work across funded programs.

Industry Partnerships:
Industry Partnerships are formed to ensure that employers in key industry sectors can connect to employees with the skills they need to grow and that employees in these industry sectors receive the skills and training they need to secure good paying jobs. Industry Partnerships combine the industry leadership with support from multiple partners: workforce development organizations, educational institutions, training providers, industry and trade associations, organized labor, economic development, community-based organizations, local government agencies, and private foundations.

The long-term goal of the Wisconsin Industry Partnerships is to develop sustainable regional industry partnerships across the state that enhance the competitive position of key industries and provide long-term earnings and career opportunities for employees. Industry leadership and input will:
- Identify employee and skill needs now and into the future (forward looking).
- Identify shared training and other industry needs.
- Identify employee skills gaps.
- Identify modernization and other technology issues.
- Identify key HR issues in the industry (cultural, disabilities, mentoring, etc.).
- Identify supplier/efficiency issues.

Qualities of Successful Industry Partnerships:
- Define the industry partnership region based on a labor-market analysis; develop goals, a work plan, and target outcomes based on a clear identification of workforce challenges; and establish a mechanism to identify and track measurable goals.
- Includes a vision and plan for identifying and sustaining a leadership framework in the region over time, leverage financial resources and in-kind support to carry out the

strategies, and promote ongoing communication between employers, workers, training providers, and service agencies.

- Anticipate and work to close industry skill gaps, develop and implement workforce training and development initiatives to improve regional industry competitiveness and address common workforce challenges.
- Focus on developing and promoting middle skill jobs within the targeted industry sector,
- Facilitate educational, including K-12 through post secondary (colleges and universities) training institutions to align curriculum and programs to address industry needs (for both current and future workers) and facilitate the alignment of modernization programs, technology transfer programs, and other economic development programs with key industry needs.
- Develop Career Pathways and ABE/ELL Bridges as defined by the RISE initiative to allow employees to advance within the industry and to develop or apply industry credentials, address the needs of special populations (low-income populations or those with barriers to employment), and assist educational and training institutions in aligning curriculum and programs to meet industry demands.

Industry Partnership Convener

The Industry Partnership convener brings together the key groups identified above and provides a means for an ongoing discussion of workforce needs and solutions to address a dual customer approach that helps connect and meet the needs of both workers and employers. Commonly cited activities and qualities of successful partnership conveners are as follows:

- Addresses industry needs and builds industry leadership
  - Has a deep understanding of employer needs within a specific industry.
  - Helps multiple employers identify shared training and other needs.
  - Provides or brokers services jointly to multiple employers to meet shared needs.
- Addresses worker needs in the industry
  - Assists employer partners in identifying gaps in employee job skills.
  - Conducts an industry skills gap analysis.
  - Assists employers in designing strategies to address skills gaps.
  - Identifies and maps skill and occupational progression within an industry.
- Helps connect industry to basic labor market services
  - Community and job seeker outreach.
  - Employer skill needs assessment and job seeker assessment.
  - Technical assistance to employers on specific HR issues (job coaching and mentoring, cultural, disabilities, etc.).
  - Social/support service referral (transportation, childcare, case mgmt., etc.).
- Facilitates education and training institutions to align curriculum and programs to address the needs of industries or employers and workers.
  - Facilitates meetings with specific industries, education and training institutions.
  - Facilitates the development of new industry or sector based career pathway programs based on **RISE Guidelines** (http://www.risepartnership.org/pdf/guidelines_revised.pdf) enabling workers to improve skills through career pathways that result in credentials or diplomas and advancement into higher skill higher paying jobs.
  - Facilitates the development of new industry credentials that give companies confidence in the skills of new hires and gives workers more mobility and earning potential across firms.
- Builds relationships with and serves as the go-between among system stakeholders

- o Investors (public and private funders, contributors, supporters).
  - ▪ Pool funding streams from multiple sources to support activities.
- o Service providers (tech/community colleges, training providers, supportive service organizations, one-stops).
- o Customers (employers and jobseekers).
- o Advisors (community leaders, program and industry expects, etc.).

RISE Career Pathways

The **RISE Career Pathway** is a way of organizing college level occupational training as a sequence of certificates that leads learners in attainable steps toward better jobs and a degree or technical diploma. Each step improves the learner's career and earning opportunities and provides a skill set wanted by an industry or industry sector.

Career Pathway Bridges help adults who have basic skills or English Language Learning needs succeed in career pathways. They are courses that link basic skills development with occupational skills development and accelerate the transition from pre-college to college level work.

To support low-income workers in career pathway learning, employers, workforce development agencies, educational institutions, and other community organizations actively collaborate to provide training resources and wrap-around support services to the learner as well as reinforce the value of continuing along the pathway.

Applicants should consult the RISE Guidelines and Operational Elements at http://www.risepartnership.org/pdf/guidelines_revised.pdf for a more complete and specific definitions.

III. Targeted Industry Sectors & Regions

Wisconsin has identified key statewide industry sectors and priority for funding will be given to applications that focus on the following industries:

- • Advanced Manufacturing.
- • Health Care
- • Energy

A region may identify a target industry outside of those listed above, but selection must be supported by the analysis of jobs and strong demonstration of industry leadership in that sector. Other industry sectors may include:
- • Projects that promote "green" industries and/or the greening of industries (i.e. utilities modernization, energy efficiency/building retrofit, etc.).
- • High Technology (examples include but are not limited to nano and bio technical industries).
- • Environmental Technology.
- • Building and Construction.
- • Advanced Agriculture.

All regional sector project applications must demonstrate local knowledge of the industry and provide analysis supporting the regional importance of the industry, steady projected demand for workers in the region, and wages at or above the regional standard for most occupations in the industry.

The geographic region covered by each application must be consistent with the Grow Regions identified by the State Council on Workforce Investment. (See Attachment A for Grow Regions or go to http://dwd.wisconsin.gov/oea/grow_regional_metrics/grow.htm)

IV. **Eligible Applicants**

The Workforce Development Board will be the recipient of funds and will be responsible for selecting a convener who will play a lead role in developing and maintaining the Industry Partnership through ongoing interaction with Industry Partnership members, as well as regional service provider networks, business and employee representatives. The applicant is required to document that it's organization has developed the relationships necessary to establish a joint venture project to train and place people in key industry sectors identified by the regional Industry Partnership.

Industry partnership conveners must demonstrate knowledge of the role of an industry partnership convener in connecting employers with skilled workers through an array of training and employment funds. The following entities are eligible to serve as Industry Partnership conveners:
- Workforce development boards.
- Technical colleges.
- Regional labor management groups.
- Local and regional economic development agencies.
- Trade or industry associations.
- Trade unions.
- University of Wisconsin institutions.

Sole source procurement may be acceptable in cases where an Industry Partnership already exists and standard procedures of sole source procurement are followed.

The state may directly fund Industry Partnership conveners when the Industry Partnership exists, meets the expectations of this RFP, and meets the priority sectors of work identified at the state level in health care, energy, and advanced manufacturing.

V. Funding Requirements and Allowable Activities

Funding will be awarded through an application for funding process. Applications will be reviewed to determine if the minimum criteria are met. Funding awarded may be utilized for a 6-month period to carry out convener grants (industry partnership implementation) and 12 months for IP training projects.

Funding Options
Funding will be awarded in two categories: Convening Industry Partnership Development and Implementation (formerly Category 1) awards and IP Training and Partnership Support awards (formerly Category 2). All applicants will be required to conduct an analysis of existing sector

efforts and determine their stage of development. Areas with established Industry Partnerships are eligible to apply directly for training and partnership support awards if the applicant documents that all convening activities and requirements are met.

Convening Industry Partnership Development Funding Application Criteria
Convening IP awards are intended for regions requiring assistance to develop or expand a new Industry Partnership in a targeted industry sector. Awards are provided up to $25,000 per industry partnership developed.

Convening IP funding applications should address the following criteria:

1. Identify the industry selected.
2. Demonstrate that a basic industry and labor market analysis supports the importance of the industry sector to the region. Applicants should be able to identify the number and types of jobs, wages, and relative concentration of firms in the targeted industry and GROW Region.
3. Demonstrate that employers make up the majority of the industry partnership (Identify each employer and the number of employees they have). If the industry has a number of businesses with union represented employees, then labor unions must be invited to the industry partnership.
4. Identify other members/agencies that will be included in the partnership, such as representatives of:
   a. Workforce development agencies.
   b. Technical college(s).
   c. Economic development agencies.
   d. K-12 education.
   e. University of Wisconsin institutions.
   f. Private colleges and universities where relevant.
5. Provide a timeline with specific activities to include:
   a. The date by which conveners will be selected by WDBs
   b. The date by which conveners will initiate recruitment of industry employers & agency partners.
   c. The date by which the conveners will conduct the first partnership meeting.
   d. The date by which conveners and partnership members identify training needs and conduct gap analysis.
   e. The date by which WDBs will submit applications for Industry Partnership Training awards.
   f. The date by which training programs will begin.
6. Provide a sustainability strategy and plan. Industry Partnerships will need to be maintained beyond the development phase. Convening applications must provide a strategy that describes how funding to support ongoing activities will be secured.
7. Provide a detailed budget.
8. Leveraged fund requirement. There will be no match required for Convening awards.

Allowable Activities
Examples of eligible uses of funding for Industry Partnership Convening applications include, but are not limited to:
- Organizing and conducting meetings of employers and other industry partners.
- Evaluating current workforce systems, employee skills sets, and regional assets and challenges.

- Developing an industry-specific strategic plan that incorporates both long-term and short-term solutions.
- Investing training solutions at the pre-hire, new hire, and incumbent worker levels.
- Converting customized labor training to industry-wide programming.
- Developing and providing alternative means of training delivery (e.g. RISE career pathways and bridges, Apprenticeships, ect.).
- Developing cross-walks of transferable skill sets within an industry.
- Designing and utilizing employee skills assessments.
- Analyzing the effectiveness of Industry Partnership efforts.
- Developing and implementing solutions to address shared industry barriers to employment for groups of workers.
- Developing and implementing solutions to address shared industry barriers for employers seeking to hire and retain qualified employees.

Industry Training and Partnership Support Funding Application Criteria
Funds allocated to WDBs for Training and Partnership Support if the applicant demonstrates all of the elements of a partnership are in place and the training requirements for requesting training funds are met.
Category 2 funding applications should address the following criteria:

1. Identify the industry selected.
   Demonstrate that a basic industry and labor market analysis supports the importance of the industry sector to the region. Applicants should be able to identify the number and types of jobs, wages, and relative concentration of firms in the targeted industry and GROW Region. Identify the convener of the partnership. The convener may include:
   - Workforce development boards.
   - Technical colleges.
   - University of Wisconsin-Institutions
   - Regional labor management groups.
   - Economic development agencies.
   - Trade or industry associations.
   - Labor unions.
2. Identify the member agencies that are included in the existing partnership. A majority of the partnership should include employers (Identify each employer and the number of employees they have), if the industry has a number of businesses with union represented employees, identify the labor unions that are part of the industry partnership.
3. Identify other members/agencies that are included in the partnership, such as:
   a. Workforce development agencies.
   b. Technical college(s).
   c. Economic development agencies.
   d. K-12 education.
   e. University of Wisconsin institutions.
   f. Private colleges and universities where relevant.
4. Provide a timeline with specific training activities that identifies:
   a. The total number of incumbent workers to be trained.
   b. The number of unemployed workers to be trained.
   c. The employers who will be participating in the training and any commitments to hire.
   d. The date by which training programs will begin (training programs must begin within 30 days of receipt of award funds).

e. The type of training to be provided. **Note:** Training that follows a career pathway including ABE / ELL career pathway bridges, meeting RISE standards, are of most interest as are apprenticeships.
    f. The expected length of the training.
    g. The training provider(s).
5. Provide a sustainability strategy and plan. Industry Partnerships will need to be maintained beyond the development phase. Category 2 applications must provide a strategy that describes how funding to support ongoing activities will be secured.
    a. The role of Industry Partnership members, especially business and industry representatives.
    b. Plans to retain and/or expand Industry Partnership membership and engagement.
    c. Letters of commitment, memorandums of understanding, or other means to demonstrate commitment.
    d. How the Industry Partnership will be sustained beyond the 12-month project period.
6. Provide a detailed budget for award
7. Leveraged funds requirement.   There will be a dollar for dollar requirement of leveraged funding for Industry Training and Partnership Support grants. A detailed budget for leveraged funds must be provided. Examples of allowable leveraged funding includes but is not limited to:
    a. Funding leveraged from members of the partnership that will be used to assist in providing training or other services that will be needed to implement the training identified by the partnership;
    b. In-kind resources leveraged. Examples of in-kind resources include:
        i. Meeting or classroom space.
        ii. Loaned instructors/other employees.
        iii. Employee wages and benefits paid while participating in Industry Partnership activities.
        iv. Job shadowing and internship opportunities.
        v. Sharing of customized labor training programs.
        vi. Sharing of assessment and placement tools.
        vii. Transportation or childcare for employees in training.
        viii. Foundation funding applicants are encouraged to work with local foundations to assist in establishing matching fund agreements for industry partnerships.

Allowable Activities
Examples of eligible uses of funding for Industry Partnership Training applications include, but are not limited to:
- Trainee assessment.
- Incumbent worker training.
- Short term training that connects unemployed workers directly to employers.
- Career pathway training including ABE/ELL career pathway bridges, meeting the standards of the RISE initiative.
- On-the job training.
- Customized training.
- Training leading to industry recognized credentials.
- Support services necessary to allow participants to participate in training.

Unallowable Costs

Unallowable coasts are those that are not related specifically to Industry Partnership development, implementation and training or are generally not allowable under WIA, which for this grant project includes:

- Purchase of equipment, including IT equipment, personal computers and laptops.
- Development of industry-related educational curriculum.
  (WIA prohibits use of funds for development of educational curriculum in general. In particular, no funds available for this project will be used to duplicate curriculum already developed by technical colleges or other educational institutions.)
- Indirect administrative costs.

VI. Application Submission and Review Process

Application Submission

The submission timeframe for an Industry Partnership Convening or Training project application is open ended with no expiration at this time. See review dates below for best time of the month to submit. Applicants should submit applications via e-mail and note that DWD restricts e-mail files to 20MB. Please submit one electronic file in Word and one hard copy application to:

> Sharon Berge, EISP & Transportation Grants
> Department of Workforce Development
> Division of Employment and Training
> 201 E. Washington Ave., Room E100
> P.O. Box 7972
> Madison, WI 53707-7972
> Phone: 608-266-5138
> Email: Sharon.Berge@dwd.wi.gov

The following forms must be completed and you must respond to the questions as specified in Part II: Application Forms and Narrative Instructions. The application package must include each completed form, the project narrative, and attachments (if applicable) in the order indicated below.

Form I	Project Plan Cover page and Signatures
Form II	Project Summary
Form III	Project Budget
From III A	Project Budget Back-up
Form III B	Local Leveraged Resources Budget Back-up
Form IV	Project Narrative

Application Review

Applications will be reviewed by DWD and other partner agency representatives to determine if the minimum specifications are met. Applications will be reviewed and changes negotiated where necessary. Funding allocated to each area will be determined based on overall reviews of each application and total availability of funding.

Applications will be reviewed monthly to accommodate the open submission date. All applications received by the 20th of any month will be reviewed by the next months review deadline.

Monthly Reviews:
- January 11, 2010
- February 1, 2010
- March 1, 2010
- April 5, 2010
- May 3, 2010
- June 7, 2010
- July 5, 2010
- August 2, 2010
- September 6, 2010
- October 4, 2010
- November 1, 2010
- December 6, 2010

For example, if your application is received by March 20, 2010, it will be reviewed by no later than April 5, 2010. You will have a funding decision within two weeks of that date.

Technical assistance will be available to applicants in the process of developing applications. Contact Anne Rodgers-Rhyme (information below). If you have questions on the proposal process, please contact Sharon Berge (contact information above).

Anne Rodgers-Rhyme, Policy Initiatives Advisor
Office of the Secretary
Wisconsin Department of Workforce Development
P.O. Box 7946
Madison, Wisconsin 53707-7946
Phone: 608-267-9519
anne.rodgersrhyme@dwd.state.wi.us

Grantees are required to comply with applicable provisions outlined in the Division of Employment and Training, Workforce Planning Guide. These documents apply to agencies receiving funds directly or indirectly (as a sub-grantee). This document is available on the DWD website at http://dwd.wisconsin.gov/dwdwiaworkforce_guide/pdf/wpg_toc.pdf

VII. Deliverables, Reporting Requirements and Evaluation

Applicants will be required to participate in statewide evaluation and reporting activities to include reporting of participants in the DWD ASSET system, submitting an annual Industry Partnership report, as well as sharing of benchmarking data, best practices and lessons learned.

Deliverables
The following deliverables are required for Industry Partnership Convening funding:
- a. Identification of industries.
- b. Documentation of meetings convened and moderated.
- c. Completion of items listed in section 1.4 for IP Convening grant funding (1-6).

d. Development of short term and long term plans for solutions to industry training needs.
e. A plan for future sustainability.
f. Quarterly progress reports as specified by DWD.
g. Monthly Financial Reports as specified by DWD.

The following deliverables are required for IP Training grant funding:
a. Completion of items listed in section 1.4 for Category 2 funding (1-6);
b. The plan for item (d) above must include the numbers to be trained and the agencies conducting the training.
c. A plan for future sustainability.
d. Bi-monthly progress reports as specified by DWD.
e. Monthly Financial Reports as specified by DWD

Reporting Requirements

Industry Partnership grantees are expected to set measurable goals/objectives and accountability/outcome measures for the project. The method for tracking and evaluating the project goals/objectives and accountability measures must be through reporting of participants in the DWD ASSET system and regular reports

- Convening Grant reports are due on a quarterly basis. See Attachment D for the IP Convening reporting form.

- Training Grants are due on a bi-monthly basis. See Attachment E for the IP Training reporting form.

These reports document the quality and outcomes of the Industry Partnership as well as training activities and outcomes in order to monitor the success of a system that is responsive to industry demands and addresses the needs of both employers and the workforce inter-dependently.

1. If local WIA formula funds contribute to the cost of participant services, participant information and outcomes must be reported in ASSET (the DWD's client registration and tracking system for WIA). The accountability measures and methods established to track and evaluate this project should recognize this relationship, and where applicable incorporate ASSET information on participant outcomes into reports required for this grant.

2. Grantees will be expected to report monthly their expenditures, quarterly or bi-monthly outcome reports, and follow timeframes and reporting guidelines established by DWD/DET. Reports will be expected to address several key issues, including (but not limited to):

- Progress in meeting project goals/objectives and activity timelines.
- Achievements in partnership development and service delivery coordination.
- Progress in achieving accountability outcome measures.
- Project grant funds and LLR expenditures.
- Number and type of individuals trained and in what industry and occupation.

3. Grantees are expected to attend industry partnership meetings and/or workshops as specifically requested by DWD. Grantees may also be called upon to present information about their Wisconsin Industry Partnerships project to the Governor, at WIP Academy workshops or to other interested parties.

See attachments D & E for an example of the reporting forms

Evaluation

Applicants are encouraged to consider the benchmarks identified below to measure the impact of industry partnerships in several categories: outcomes for workers, value to employers, quality and effectiveness of partnerships, and systems change.

Measuring Outcomes of Workers
1. Employment
   a) Do incumbent program participants advance in job after six months?
   b) Do training participants obtain employment and remain employed after six months?
   c) Other (WIA required outcome measures.)

2. Earnings
   a) Do program participants experience a wage gain in six months?
   b) Do program participants earn a self-sufficiency wage?
   c) Other (WIA required outcome measures.)

3. Skill Acquisition and Development
   a) Do program participants obtain a recognized certificate of competency?
   b) Do program participants obtain further training one year after program?
   c) Other (WIA required outcome measures.)

Measuring Value to Employers
1. Human Resource Measures/Stabilization/Yield
   a) Has worker retention increased?
   b) Have job vacancy rates decreased?
   c) Has time-to-fill position decreased?
   d) Other

2. Employer Productivity and Operations
   a) Has worker productivity increased?
   b) Has product quality improved?
   c) Has safety increased?
   d) Other

Measuring Quality and Effectiveness of Partnerships
1. Turning Planning, Information, and Data into Consensus and Action
   a) Has the initiative inventoried all other programs and stakeholders?
   b) Has the initiative enlisted the cooperation of other stakeholders?
   c) Other.

2. Partnership Development, Management, and Capacity
   a) Has the initiative developed a management structure?
   b) Has the initiative identified partner tasks and reporting protocols?
   c) Other.

3. Implementing Worker Pipeline aligned with Industry Needs
   a) Are program worker skills aligned with business demands?

        b) Do employer policies match worker needs?
        c) Have career pathways been identified and developed?
        d) Other.

4. Partnership Sustainability
        a) Does the partnership have a sustainability plan?
        b) Does the partnership have plans to scale up programs?
        c) Does the partnership have ability to assess need for improvements?
        d) Other.

5. Work Sustainability Intent
        a) Does the initiative have a sustainability plan?
        b) Does the initiative have plans to scale up programs?
        c) Does the initiative have ability to assess need for improvements?
        d) Other.

Measuring Systems Change

1. Education, Training, Social, and Business Supports
        a) Have new and existing resource been realigned for improved service delivery?
        b) Have cooperative barriers been identified and eliminated?
        c) Other.

2. Public Policy
        a) Have resources to support the initiative been identified and realized?
        b) Have resource barriers been identified and eliminated?
        c) Other.

3. Employer Practices
        a) Have private resources been identified and realized?
        b) Have cooperative barriers been recognized and eliminated?
        c) Has private/public partnership activity increased and improved?
        d) Other.

Part 2 -- *Application Forms and Narrative Instructions*

Attached are the forms and project narrative instructions, all of which must be completed and returned.

Form I   Project Plan Cover page and Signatures
Form II   Project Summary
Form III   Project Budget
From III A   Project Budget Back-up
Form III B   Local Leveraged Resources Budget Back-up
Form IV   Project Narrative

Forms should follow the project narrative. Each should be labeled and the pages numbered.

Applicants should submit applications via e-mail and note that DWD restricts e-mail files to 20MB. Please submit one electronic file in Word and one hard copy application with required signatures to address below. The electronic version will serve as the official time stamped document.

Sharon Berge, EISP & Transportation Grants
Department of Workforce Development
Division of Employment and Training
201 E. Washington Ave., Room E100
P.O. Box 7972
Madison, WI 53707-7972
Phone: 608-266-5138
Email: Sharon.Berge@dwd.wi.gov

FORM I – Wisconsin Industry Partnerships Cover Page

Project Name_____ Amount Requested_____

Organization Information

Organization Name_____

Mailing Address _____

Project Contact

Name_____Title_____

Phone_____Fax_____Email_____

Fiscal Contact *(if different than above)*

Name_____Title_____

Phone_____Fax_____Email_____

Applicants and Partner Signatures

At a minimum, two partner organizations are expected to sign the cover sheet to indicate their participation and commitment to the grant application activities.

Applicant/Convener Organization

Name_____Title_____

_____Date_____

Partner Organization

Name_____Title_____

_____Date_____

Partner Organization

Name_____Title_____

_____Date_____

> *Provide a brief overview of the project, responding to each area of information requested below. The project summary should be no more than **two pages**. Be aware that this summary may be the only document reviewed by key leaders in DWD. Therefore, applicants should ensure that this summary provides a clear, concise, well-constructed description of the project in areas indicated.*

Project Basics

Project Title: _____

Total Funds Requested: _____ Project Start/End Dates: _____

Applicant Organization: _____

Geographic Area Covered *(by WDA and GROW Region if applicable)*

Project Overview
(Provide a brief overview of your project, including its major purpose, key goals and objectives, and key partners and strategies that will be used to coordinate activities supported by this project and other advanced manufacturing related programs/services in the area covered.)
Purpose

Goals and Objectives

Key Partners and Coordination Strategies

Project Outcomes
(List the key measures that will be used to determine project success and the outcome level expected by the end of the grant period for each measure.)

FORM III -- PROJECT BUDGET

> *Provide a detailed project budget in the categories listed below. Include grant requested funds, local leveraged resources (LLR), total funds by line item. Indicate NA if no funds are budgeted for a particular line item.* **See Form III-A for a description of each line item listed below.**

Applicant Organization Name:

_____

Budget Category	Grant Funds Requested	Local Leveraged Resources (LLR)	Total Project Funds	Narrative (Describe the source of matching contributions, and any subcontract expenditures)
Program Staff Salaries				
Program Staff Fringe Benefits				
Participant Assessment				
Participant Training				
Employer Services				
Staff Development & Training				
Travel				
Advertising, Public Relations				
Communications, Publications & Printing				
Materials, & Supplies				

Equipment				
Facilities				
Administration				
Other				
Total				

FORM III-A -- PROJECT BUDGET BACKUP

*Each grant-funded budget line item on Form III must be supported by a detailed description of what is included for that budget line. This form explains what budget details are required for each line item. **Complete the budget detail for each line item included in the project budget, Form III, providing as much detail as possible.** All staff costs included should include title/function, salary/wage, and amount of time charged to project. Other costs should be detailed by type of activity, unit cost, and total units. **Note:** All costs associated with this project must be in compliance with DWD/DET Workforce Policy Guide, Administration of Workforce Programs Policy and Procedures Manual,*
http://www.dwd.state.wi.us/dws/manuals/workforce/pdf/wpg_toc.pdf.

Program Staff Salaries *(Position title/function of staff assigned to project-specific **program services activities**, salary/wage, time charged to project)*	
Program Staff Fringe Benefits *(Type and cost of fringe benefits for each position included in project budget)*	
Participant Assessment (*MSSC fees, other assessment fees and associated costs detailed by type of activity, cost per individual assessment, and number of assessments)*	
Participant Training *(Fees for instructors/trainers; MSSC or other training fees; tuition; training materials and other costs related to training for individuals trained through the program).*	
Staff Development/Training *(Detail of Consultants; tuition/fees, other costs related to providing and/or attending MSSC training to partner staff and teachers/instructors)*	
Employer Outreach and Services *(Details of consultant/trainer fees for employer outreach activities; MSSC fees for employer diagnostics; other similar employer services)*	
Travel *(Costs of mileage, lodging, meals and other travel-related costs for staff, consultants, trainers)*	
Advertising, Public Relations *(Details of media advertising and other public outreach costs, e.g., newspapers, radio/TV, direct mail, etc)*	
Communications, Publications & Printing *(Details of phone, IT services, other communication costs -- including installation of equipment needed for project; printing and/or purchase of books, magazines, brochures, etc.)*	

Materials, & Supplies *(Office, other supplies required to carry out project, detailed by type costs)*	
Equipment *(Computers, other equipment needed to implement the project, detailed by item/cost, including unit cost as appropriate)*	
Facilities *(Rent, conference/meeting space, etc., detailed by type of activity and related facility costs specific to the project)*	
Administration *(Direct cost of staff, other direct costs associated with planning, coordinating, monitoring and reporting on project activities, detailed by staff function, time on project, other appropriate detail.* **Not to exceed 5% of project funding***)*	
Other *(Other items and related costs not included in the above line items that are required to implement the project included as a grant funded item in the budget page.*	

FORM III-B -- LOCAL LEVERAGED RESOURCES BUDGET BACK-UP

Provide detail requested for local leveraged resources contributed to this project, by line item as applicable. For   in-kind contribution, list the type of in-kind product or service provided. For source of contribution, list whether the resource if federal, state, or local dollars and the specific program and entity providing the contribution. If more than one type and/or source of contribution for a specific line-item is being provided, list all contributions related to that line time separately.

Budget Category	Amount/Value	Type (In-Kind or Cash)	Source		
			Fed, State, Local	*Program*	*Contributing Organization*
Program Staff Salaries					
Program Staff Fringe Benefits					
Participant Assessment					
Participant Training					
Employer Services					
Travel					
Advertising, Public Relations					
Communications, Publications & Printing					
Materials, & Supplies					
Equipment					
Facilities					
Administration					
Other					
Total					

Wisconsin Industry Partnerships

Respond to each question listed below. Responses should be in the order of the questions listed and labeled as the question is labeled. The narrative should be no more than ten (10) pages, with each page numbered. Attachments, including any letters of support that accompany the project, should follow the project narrative and be separately labeled and include page numbers. An index listing attachments and their page numbers is recommended if attachments are referenced in the project narrative.

Project Narrative: Convening Industry Partnership Development

1. Identify the industry selected.

2. Identify basic industry and labor market analysis that supports the importance of the industry sector to the region. Applicants should be able to identify the number and types of jobs, wages, and relative concentration of firms in the targeted industry and GROW Region.

3. Identify the employers that make up the majority of the industry partnership (Identify each employer and the number of employees they have). If the industry has a number of businesses with union represented employees, then labor unions must be invited to the industry partnership.

3.a. Identify other members/agencies included in the partnership, such as representatives of:
   a. Workforce development agencies.
   b. Technical college(s).
   c. Economic development agencies.
   d. K-12 education.
   e. University of Wisconsin institutions.
   f. Private colleges and universities where relevant.

4. Provide a timeline with specific activities to include:
   a. The date by which conveners will be selected by WDBs
   b. The date by which conveners will initiate recruitment of industry employers & agency partners.
   c. The date by which the conveners will conduct the first partnership meeting.
   d. The date by which conveners and partnership members identify training needs and conduct gap analysis.
   e. The date by which WDBs will submit applications for Industry Partnership Training awards.
   f. The date by which training programs will begin.

5. Provide a sustainability strategy and plan. Industry Partnerships will need to be maintained beyond the development phase. Convening applications must provide a strategy that describes how funding to support ongoing activities will be secured.

6. Provide a detailed budget.

7. Leveraged fund requirement. (There will be no match required for Convening awards)

Wisconsin Industry Partnerships

Respond to each question listed below. Responses should be in the order of the questions listed and labeled as the question is labeled. The narrative should be no more than ten (10) pages, with each page numbered. Attachments, including any letters of support that accompany the project, should follow the project narrative and be separately labeled and include page numbers. An index listing attachments and their page numbers is recommended if attachments are referenced in the project narrative.

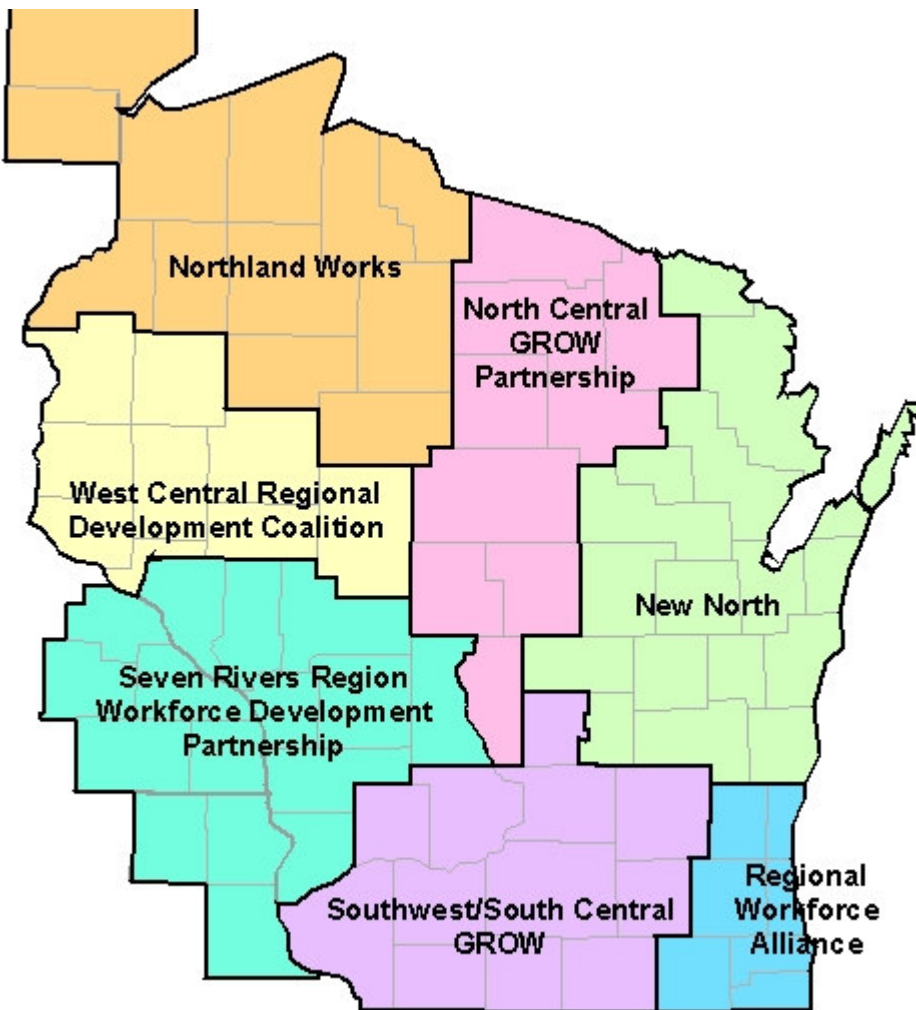## Project Narrative: Industry Training and Partnership Support

8. Identify the industry selected.

9. Identify basic industry and labor market analysis that supports the importance of the industry sector to the region. Applicants should be able to identify the number and types of jobs, wages, and relative concentration of firms in the targeted industry and GROW Region. Identify the convener of the partnership.

10. Identify the member agencies that are included in the existing partnership. A majority of the partnership should include employers (Identify each employer and the number of employees they have), if the industry has a number of businesses with union represented employees, identify the labor unions that are part of the industry partnership.

3.a.Identify other members/agencies that are included in the partnership, such as:
   a. Workforce development agencies.
   b. Technical college(s).
   c. Economic development agencies.
   d. K-12 education.
   e. University of Wisconsin institutions.
   f. Private colleges and universities where relevant.

11. Provide a timeline with specific training activities that identifies:
   h. The total number of incumbent workers to be trained.
   i. The number of unemployed workers to be trained.
   j. The employers who will be participating in the training and any commitments to hire.
   k. The date by which training programs will begin (training programs must begin within 30 days of receipt of award funds).
   l. The type of training to be provided. **Note:** Training that follows a career pathway including ABE / ELL career pathway bridges, meeting RISE standards, are of most interest as are apprenticeships.
   m. The expected length of the training.
   n. The training provider(s).

12. Provide a sustainability strategy and plan. Industry Partnerships will need to be maintained beyond the development phase. Category 2 applications must provide a strategy that describes how funding to support ongoing activities will be secured.
   a. The role of Industry Partnership members, especially business and industry representatives.
   b. Plans to retain and/or expand Industry Partnership membership and engagement.

    c. Letters of commitment, memorandums of understanding, or other means to demonstrate commitment.

    d. How the Industry Partnership will be sustained beyond the 12-month project period.

13. Provide a detailed budget for award

14. Leveraged funds requirement.

Northland Works

North Central GROW Partnership

West Central Regional Development Coalition

New North

Seven Rivers Region Workforce Development Partnership

Southwest/South Central GROW

Regional Workforce Alliance

Application Checklist
WISCONSIN INDUSTRY PARTNERSHIPS
Convening Applications

Proposal Components	Criteria	Description is acceptable? Yes/No	Comments
1.4.1	Industry partnership is identified.		
1.4.2	Labor market analysis supports importance of the industry chosen.		
1.4.3	Application identifies partners including: Employers Unions where applicable Economic development agencies Workforce development agency K-12 education Technical college(s) University of Wisconsin institutions Private colleges and universities		
1.4.4	Application provides specific dates targeted for completion for: The date the industry will be identified. The date by which conveners selected by WDBs The date when conveners will initiate recruitment of industry employers & agency partners to project. The date by which the conveners will conduct first partnership meeting. The date by which conveners and partnership members identify training needs and conduct gap analysis The date by which WDBs will submit applications for Category 2 training funds. The date by which training programs will begin.		
1.4.5	The application has a sustainability strategy and plan. The role of Industry Partnership members, especially business and industry representatives; Plan to retain and/or expand Industry Partnership membership and engagement; Letters of commitment, memorandums of understanding, or other means to demonstrate commitment; How the Industry Partnership will be sustained beyond the 12-month project period.		
1.4.6	Detailed budget provides adequate information to support justification for the expenses proposed.		

Application Checklist
WISCONSIN INDUSTRY PARTNERSHIPS
Training Applications

Proposal Compo-nents	Criteria	Description is acceptable? Yes/No	Comments
1.4.1	Industry industry is identified.		
1.4.2	Labor market analysis supports importance of the industry chosen.		
1.4.3	Application identifies the partnership convener		
1.4.4	Application identifies partners including: Employers Workers Economic development agencies Workforce development agency K-12 education Technical college(s) University of Wisconsin institutions Private colleges and universities		
1.4.5	Application provides specific dates targeted for completion for: The total number of incumbent workers trained The number of unemployed workers trained The employers who will be participating in the training and any commitment to hire if made. The date by which training programs will begin and The expected length of the training. The training provider(s).		
1.4.6	The application has a sustainability strategy and plan. The role of Industry Partnership members, especially business and industry representatives; Plan to retain and/or expand Industry Partnership membership and engagement; Letters of commitment, memorandums of understanding, or other means to demonstrate commitment; How the Industry Partnership will be sustained beyond the 12- month project period.		
1.4.7	Detailed budget provides adequate information to support justification for the expenses proposed.		
1.4.8	A detailed budget for matching funds is included. Total matching funds meet or exceed the total grant funds requested. Sources of matching funds are identified. Partners contributing funding are identified.		

INDUSTRY PARTNERSHIP (IP) GRANTS – CONVENING Quarterly Outcome Report					
Grantee Name:					
Contact:				Email:	
INDUSTRY SECTOR:					
Reporting Period:			Month:		Year:
For multiple projects (healthcare, building & construction, etc.) fill out one form for each.					
Financial Data (required for all projects	**1st**	**2nd**	**3rd**	**4th**	**Cumulative**
Total Costs To Date					
Meetings	**1st**	**2nd**	**3rd**	**4th**	**Cumulative**
Number of Meetings per Quarter					
Number of Future Meetings Projected					
Number of Attendees per Meeting					
(Attach a list of all attendees for each meeting being reported this quarter.)					
Number of Employers Involved in the ISP					
Employer Name:				# of Employees:	
Employer Name:				# of Employees:	
Employer Name:				# of Employees:	
Employer Name:				# of Employees:	
Employer Name:				# of Employees:	
Employer Name:				# of Employees:	
Number of Unions Participating:					
Union Name:				# Represented:	
Union Name:				# Represented:	
Number of Educational Institutions:					
School Name:				# in Attendance:	
School Name:				# in Attendance:	
School Name:				# in Attendance:	
School Name:				# in Attendance:	
Number of Economic & Workforce Dev Agencies					
Agency Name:				# in Attendance:	
Agency Name:				# in Attendance:	
Agency Name:				# in Attendance:	
Total Number of Other Organizations:					
Organization Name:				# of Employees:	
Organization Name:				# of Employees:	
Activities & Deliverables					
Areas of Most Significant Progress:					
Challenges to Date:					
Number of Incumbent Workers to be Trained:					
Educational Institution to Perform Training:					
Type(s) of Training:					
Number of Unemployed/Disadvantaged Workers to be Trained:					
Educational Institution to Perform Training:					
Type(s) of Training:					
Do you anticipate applying for a Training Grant:	Yes		No		When:
Date Sustainability Plan Completed (Attach)	Date:				
Complete and Return with any Explanatory Notes to: sharon.berge@dwd.wisconsin.gov					

INDUSTRY PARTANERSHIP (IP) GRANTS – TRAINING **Bi-Monthly Outcome Report**							
Grantee Name:							
Contact:						Email:	
INDUSTRY SECTOR:							
Reporting Period:						Month:	Year:
For multiple projects (healthcare, building & construction, etc.) fill out one form for each.							
Financial Characteristics *(Required for all projects)*	**1st**	**2nd**	**3rd**	**4th**	**5th**	**6th**	**Cumulative**
Total Operational Costs							$0.00
Total Administration Costs							$0.00
Total Local Leveraged Match							$0.00
Total Costs (total of grant & local funds spent to date)							
Training Outcomes	**1st**	**2nd**	**3rd**	**4th**	**5th**	**6th**	**Cumulative**
Number of Incumbent Workers in Training:							
Type of Training:							
Training Dates:		# of Training Sessions:			# of Training Hours:		
Training Provider:							
List of Employers:							
Cost Per Attendee:							$0.00
Number of Attendees Started Training:							
Number of Attendees Completed Training:							
Number of Unemployed Workers in Training:							
Type of Training:							
Training Dates:		# of Training Sessions:			# of Training Hours:		
Training Provider:							
List of Employers:							
Cost of Attendee:							$0.00
Number of Attendees Started Training:							
Number of Attendees Completed Training:							
Participant Demographics	**1st**	**2nd**	**3rd**	**4th**	**5th**	**6th**	**Cumulative**
As a Result of Service							
Number that Obtained Job							
Number that Retained Job							
Number that Got a Better Job							
Number that Received Increase in Wages							
Date Sustainability Plan Completed (Attach):							
Explanatory Notes							
Complete and Return to: sharon.berge@dwd.wisconsin.gov							